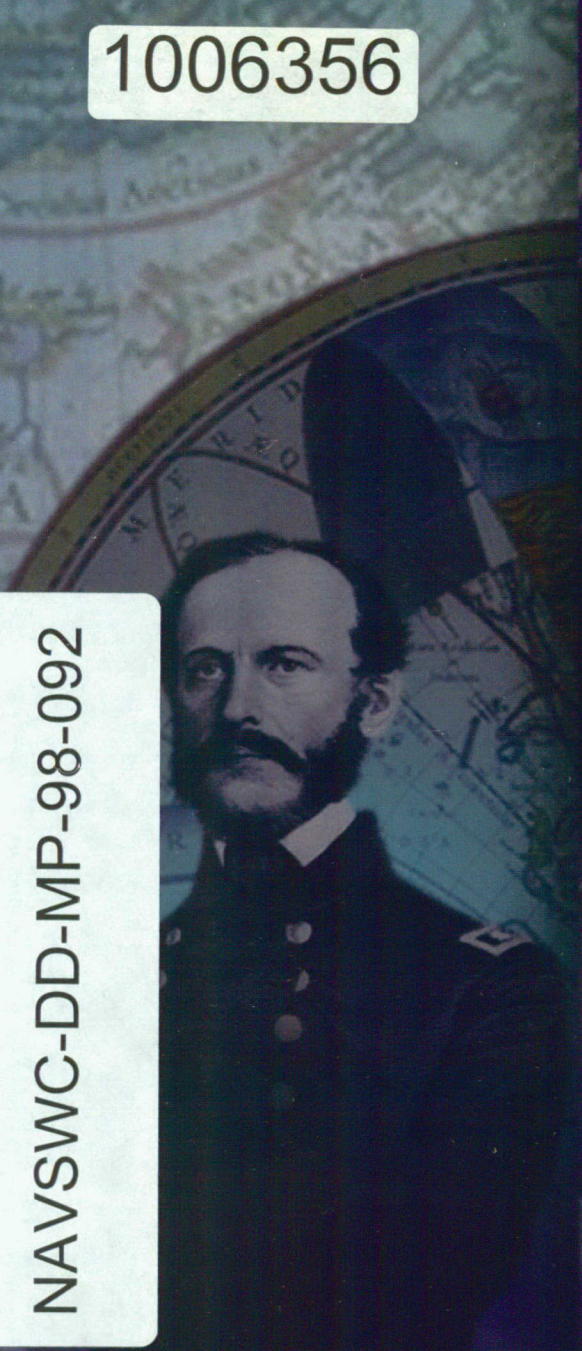


NAVAL SURFACE WARFARE CENTER
DAHLGREN DIVISION

Strategic Plan 1998-1999

To Provide the Technical Leadership, Coordination, and Discipline to Enable the Navy and DOD to Engineer Warfare Systems

NAVAL SEA SYSTEMS COMMAND

NSWC Naval Surface Warfare Center DAHLGREN DIVISION

Panama City Dahlgren

Report Documentation Page

Form Approved
OMB No. 0704-0188

1. REPORT DATE	2. REPORT TYPE	3. DATES COVERED
1999		**00-00-1999 to 00-00-1999**

4. TITLE AND SUBTITLE	5a. CONTRACT NUMBER
Strategic Plan 1998-1999	5b. GRANT NUMBER
	5c. PROGRAM ELEMENT NUMBER
6. AUTHOR(S)	5d. PROJECT NUMBER
	5e. TASK NUMBER
	5f. WORK UNIT NUMBER
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) **Naval Surface Warfare Center,Dahlgren Division,Dahlgren,VA,22448-5000**	8. PERFORMING ORGANIZATION REPORT NUMBER
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)	10. SPONSOR/MONITOR'S ACRONYM(S)
	11. SPONSOR/MONITOR'S REPORT NUMBER(S)

12. DISTRIBUTION/AVAILABILITY STATEMENT
Approved for public release; distribution unlimited

13. SUPPLEMENTARY NOTES

14. ABSTRACT

15. SUBJECT TERMS

16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT	b. ABSTRACT	c. THIS PAGE			
unclassified	**unclassified**	**unclassified**	**Same as Report (SAR)**	**24**	

Rear Admiral John Adolphus Dahlgren

Father of Modern Ordnance

A Message from the

Commander and Executive Director

CAPT. V.E. MAHAFFEY

DR. THOMAS A. CLARE

As a Naval technical institution, we exist to understand the technical dimensions of military problems, to know who can competently solve these problems, and to know if responsible solutions have been provided. We are a systems organization that is building on a rich heritage in weaponry, computation, and test and evaluation. We have a tradition of affordable products and services that meet the needs of the ultimate user—the Fleet. This tradition is the result of the continued dedication and resourcefulness of our work force and our ability to adjust to the dynamics of our environment.

Our environment is characterized by change–in the way we do business and in the way that the nation's armed forces must operate and fight together. The Navy and the Department of Defense will need a technical institution—a systems-focused institution—with the capability to provide leadership across a wide spectrum of warfare areas and communities to enable the development of warfare systems designed for joint warfighting. Our intention is to be that institution and to provide the technical leadership, coordination, and discipline to enable the Navy and DOD to engineer warfare systems.

This strategic plan provides us with the conceptual framework to achieve that vision. It contains seven goals, one of which focuses on five special leadership areas. The other goals address the preservation and strengthening of current capabilities and the development of the capabilities needed to support the Navy's future needs. Remaining viable as an institution requires that we adapt our business and operating practices to meet the new environmental conditions while sustaining our underlying values and principles. Our special leadership areas address the continued development of our work force, improvement of our business practices, and the means by which we work with others to meet the needs of the Navy and the nation.

We are pleased to present the Dahlgren Division's Strategic Plan, but it is only useful to the extent it motivates us to strengthen our capabilities and to improve our products. We encourage each of you to become involved and take part in making the vision become reality.

V. E. Mahaffey
Captain, U.S. Navy
Commander

Thomas A. Clare
Executive Director

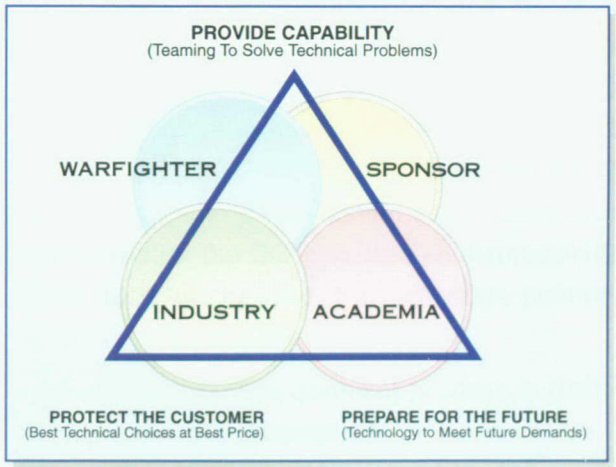
Contents

About NSWCDD

General Description

NSWCDD is one of five divisions of the Naval Surface Warfare Center. The Dahlgren Division has two major sites: the Dahlgren Laboratory (Dahlgren, Virginia) and the Coastal Systems Station (Panama City, Florida). Our mission is to be the Navy's principal research, development, and test and evaluation activity for surface ship combat systems, ordnance, mines, strategic systems, amphibious warfare, mine countermeasures, and special warfare systems. The Dahlgren Division brings to these warfare communities a tradition of technical excellence.

Naval technical institutions such as the Naval Surface Warfare Center Dahlgren Division exist to understand the technical dimensions of military problems, to know who can provide technical solutions to these problems, and to know whether or not a responsible solution has been provided. We do this by addressing three attributes of Navy ownership: unimpeded access to intellectual and facility resources, connectivity between the warfighter and the technical community, and a continuous source of competence to ensure systems integrity over the entire life cycle of a system. It cannot be done alone; it requires sustained relationships with the warfighter, sponsors, industry, and academia.



PURPOSE

We help the Navy develop and field warfare systems that work when needed by

- *Serving naval and national interests.*
- *Providing technical competence, continuity, and connectivity between requirements and systems.*
- *Responding to current needs, including crisis response.*
- *Anticipating and preparing for future needs.*
- *Applying our broad experience in the engineering of systems to support product improvement and acquisition.*
- *Enabling the integration of science and technology throughout the life cycle.*

VISION

Our vision is to be the leading expert in the science and engineering of Naval Warfare Systems. We best support Navy, NAVSEA, NSWC, and national interests by focusing on the following systems:

- *Naval Warfare Systems in force, theater, and joint context*
- *Surface Ship Combat Systems*
- *Mine Warfare Systems*
- *Amphibious Warfare Systems*
- *Special Warfare Systems*
- *Strategic Systems*
- *Diving Systems*
- *Marine Corps Systems*
- *Necessary Plan-Sense-Control-Act Elements*

GUIDING PRINCIPLES

Our decisions and actions are guided by the following principles:

- *We are a unified Division that is part of the larger DOD team.*
- *Our people and their competence are fundamental to our success.*
- *Quality and affordable products and services are the foundation for customer satisfaction.*
- *Processes and products are developed from a systems perspective.*
- *We are responsible stewards of personnel, information, and environmental resources.*

NAVAL SEA SYSTEMS COMMAND

NSWC
Naval Surface Warfare Center
A Tradition of Excellence

Strategic Planning Process

The NSWC Dahlgren Division strategic planning process is modeled on that described by the Department of the Navy Total Quality Leadership (TQL) Office in the publication *A Handbook for Strategic Planning.* This is basically the process used by the ASN (RD&A), NAVSEA, and NSWC in their strategic planning. The strategic planning body is the Division Council (DC). The process assumes that there are both site specific and division-wide activities that yield one strategic plan for the Dahlgren Division.

There are four major steps implicit in this process: (1) strategy formation, (2) strategy codification, (3) strategic programming, and (4) strategy evaluation. The precursor to strategy formation is the development or affirmation of the organization's mission, vision, and guiding principles. The site-specific component of the strategy formation process is the Technical Strategy Forum (TSF). Each site holds a series of TSFs which includes an environmental scan, an assessment of the state of current programs, and a review of the Division Vision and Guiding Principles, which form the foundation for the process. The forums also begin the strategy codification phase by developing possible strategic goals, implementing strategies, and desired outcomes. The first two phases of the process conclude with a multi-day Division Council meeting to finalize NSWCDD strategic goals, strategies, and desired outcomes.

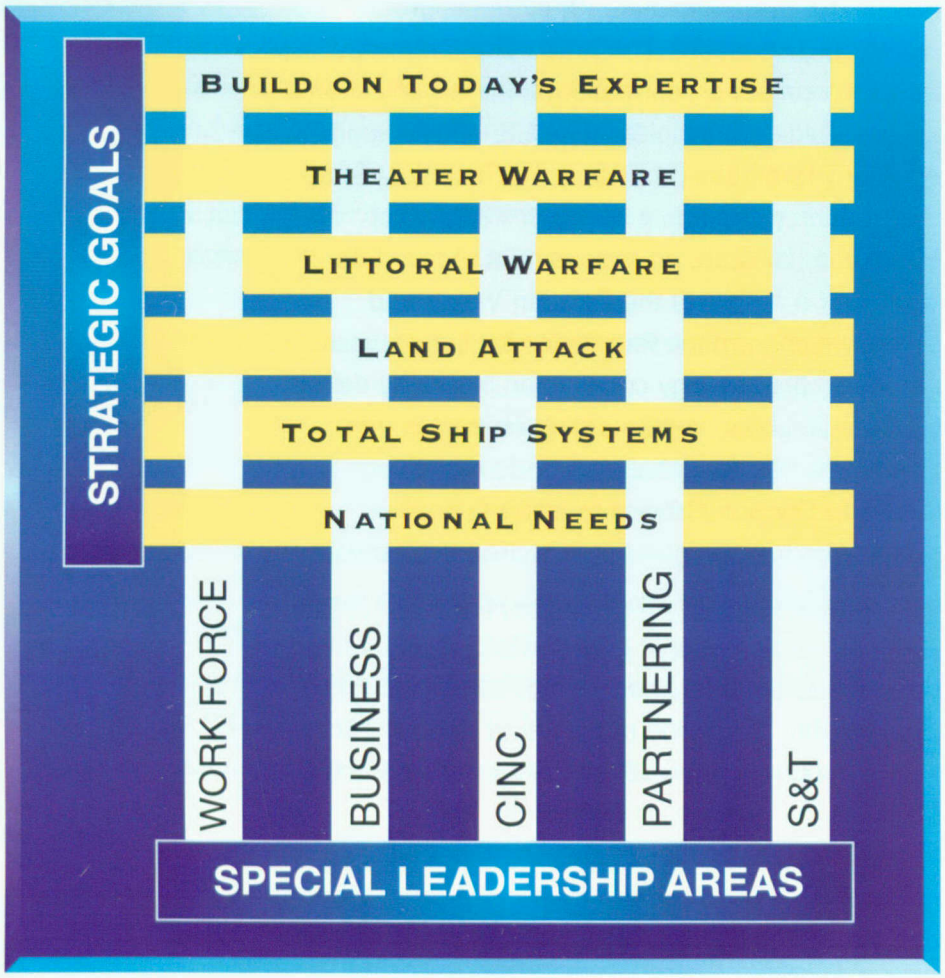
The documentation of these products is the NSWCDD Strategic Plan. A leader for each strategic goal is designated by the DC. The leader will elaborate and convert the strategies into a long-term plan. The plan will define metrics and observable events indicative of progress towards completion of a particular strategy. The individual plans will be collected into an NSWCDD Strategic Implementation Plan. Semi-annual reports will be prepared for the DC and used to evaluate progress and assess the need for changes in the strategic plan or the implicit assumptions and process.

The NSWCDD strategic planning process is defined in detail in a corporate process description.

Strategic Goals

To provide the technical leadership, coordination, and discipline to enable the Navy and DOD to engineer warfare systems

The Dahlgren Division Strategic Plan has seven strategic goals, one of which includes five special leadership areas. The other goals address strengthening our current capabilities while developing the capabilities needed to support the Navy's future needs.



The Strategic Goals are the following:

- Strengthen and sustain our current mission areas.
- Provide the technical leadership to enable the Navy and DOD to develop Warfare Systems that work in the joint theater.
- Provide the technical leadership to enable the Navy to develop Littoral Warfare Systems.
- Provide the technical leadership to enable the Navy to develop Land Attack Warfare Systems.
- Enable the Naval Sea Systems Command to engineer ships as systems through the use of Total Ship Systems Engineering (TSSE).
- Leverage naval expertise to meet national needs.
- Address special leadership areas.

Our Guiding Principles are the means to achieve our strategic goals; however, the times and our vision require that special attention be devoted to certain areas. These leadership areas underwrite our ability to remain a viable technical institution and to perform our role in support of future needs.

The Special Leadership areas include the following:

- Develop and sustain a systems-thinking work force.
- Focus on business management as a system.
- Think like a CINC.
- Emphasize partnering as a key organizational value.
- Focus on transitioning science and technology to systems applications.

Each of these strategic goals and special leadership topics are addressed in the following pages. The strategies we are implementing and the desired outcomes are defined.

Strengthen and sustain our current mission areas.

Background

Naval technical institutions such as the Dahlgren Division exist to understand the technical dimensions of military problems, to know who can provide technical solutions to these problems, and to know whether or not a responsible solution has been provided. The source of our ability to do this is the technical capability we provide to our current customers. We are the Navy's principal research, development, and test and evaluation activity for surface ship combat systems, ordnance, mines, strategic systems support, amphibious warfare, mine countermeasures, and special warfare systems.

Desired Outcomes

- Strengthen our role as the principal technical agent for our current customers.
- Provide high-quality, cost-effective products and services to our customers.

Strategies

- Build on relationships with existing customers to maintain or strengthen current roles.
- Use a cost-efficient combination of in-house and contractor resources to provide the best product to the customer while maintaining our technical competence.

Provide the technical leadership to enable the Navy and DOD to develop warfare systems that work in the joint theater.

Background

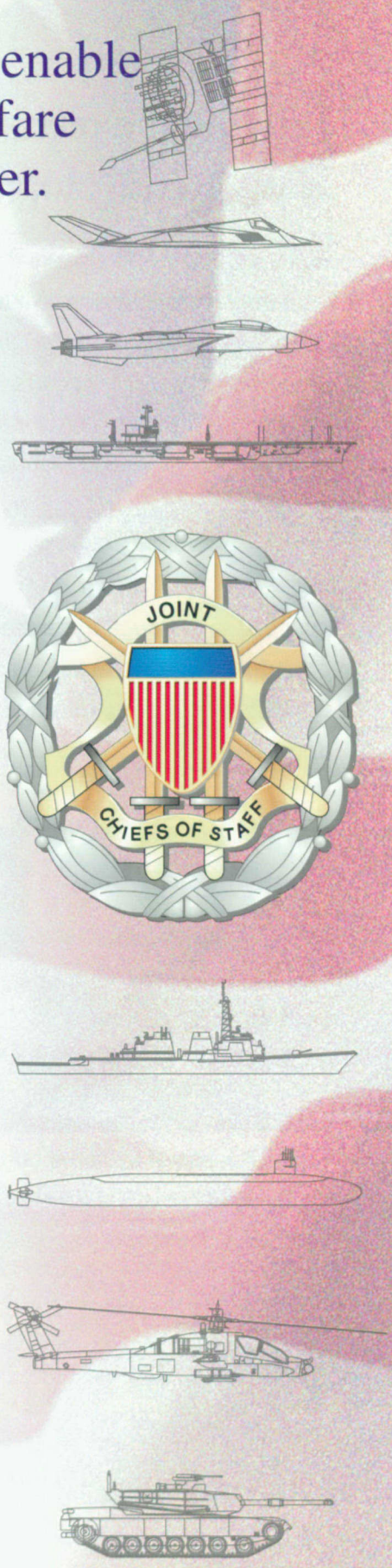
There is a critical need for a capable systems engineering organization to step up to the challenge of leading the Navy's and DOD's technical community into a true theater warfare systems engineering environment. This need, as stated in our Vision, is clearly evident in the Engineering of Systems Strategic Goal of the NAVSEA Strategic Plan, and Joint Vision 2010. Our experience and success in Combat Systems Engineering and now in Total Ship Systems Engineering, have prepared us to meet this challenge.

Desired Outcomes

- Develop a work force capable of working on theater issues relating to systems engineering, technology, acquisition, and warfare operations.
- Become the theater warfare systems technical catalyst and focal point across government, industry, and academia.
- Develop a theater warfare systems capability with a sustaining investment program and consistent sponsorship.
- Establish the communications channels that enable us to serve as the catalyst and focal point for Theater Warfare Systems Engineering across the spectrum of government, industry, and academic organizations.
- Receive leadership and coordination tasking from DOD, the Navy, and the other services.

Strategies

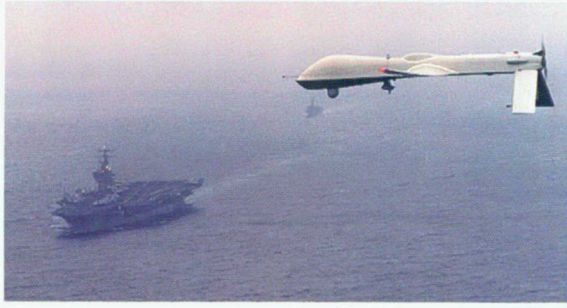
- Develop ownership of Theater Warfare Systems Engineering (TWSE) with NSWC, NAVSEA, OPNAV, and DOD.
- Develop teaming relationships that will enable us to be a leader in TWSE.
- Implement a long-term Theater Warfare Investment Plan.
- Develop, document, and employ the required processes in all areas of systems engineering.



Provide the technical leadership to enable the Navy to develop Littoral Warfare Systems.

Background

In the Naval Services' White Papers, "...From the Sea" and "Forward ... From the Sea," the Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps set the strategic direction for the Naval Services into the 21st Century. That strategy places unprecedented emphasis on the littorals. As we move into the future, the Navy and DOD have recognized that a broad systems outlook is necessary and advantageous. This approach mandates an overall joint perspective, a thorough understanding of the characteristics, opportunities, and limitations of operations in the littoral, and systems engineering for naval expeditionary and joint warfare applications.

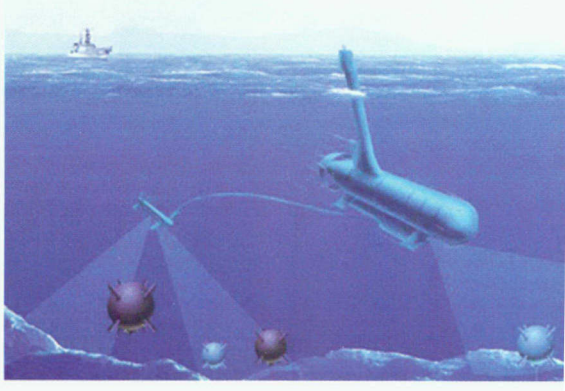


Desired Outcomes

- Be the Littoral Battlespace Laboratory.
- Be the Systems Engineer for Littoral and Expeditionary Power Projection Warfare.

Strategies

- Develop and maintain Littoral Warfare Threat and Intel Databases.
- Develop, document, and employ the required processes in all areas of systems engineering.
- Establish Dahlgren Division as the Joint Littoral Warfare T&E Center.
- Develop the fleet support process and laboratory.



Provide the technical leadership to enable the Navy to develop Land Attack Warfare Systems.

BACKGROUND

Land Attack Warfare is the Navy capability that provides strategic and tactical fires to enable freedom of maneuver by joint and combined forces and successful prosecution of the joint land battle. Land Attack, like Theater Air Missile Defense, Maritime Dominance, and MIW, is an enabling capability for multiple warfare areas including Expeditionary Warfare. It is strategically important to the Navy's future role in Joint Warfare. This goal uses our inherent strengths in weapon systems, sensors, combat systems, systems engineering, warfare analysis, and teaming to foster a system-of-systems engineering approach to the definition and development of Land Attack Warfare Systems.

DESIRED OUTCOMES

- Become the Navy's and DOD's systems engineer for Land Attack Warfare.
- Solidify our leadership role for Land Attack Warfare Battle Management and Weapon System Developments.

STRATEGIES

- Pursue leadership roles in Land Attack Warfare Systems Engineering and Development.
- Influence the Joint community through strategic alliances.
- Sustain and build on existing roles in Land Attack Warfare.
- Prepare the work force to meet the challenges.
- Continue to develop essential technical products.

Enable the Naval Sea Systems Command to engineer ships as systems through the use of Total Ship Systems Engineering (TSSE).

Background

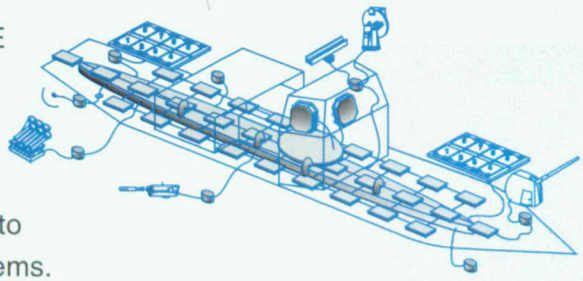
Total Ship Systems Engineering (TSSE) has two key elements: (1) a total ship perspective and, (2) a disciplined systems engineering strategy. The first means that cost, schedule, and performance characteristics are optimized at the ship level, and not suboptimized at the level of individual mission areas or systems. The second means adherence to a common systems engineering process that works across organizational boundaries to optimize ship system life cycle effectiveness at the joint battle force level. Ships are the most complex war machines in use and a key control element in the Joint Battle Force as well. The experience and core skills developed in engineering ships as systems will position the Navy for the challenge of integrating sea, land, and air elements to create future joint warfighting systems.

Desired Outcomes

- Couple our TSSE assets and common Navy and DOD processes for the engineering of systems.
- Improve our capability to optimize ship characteristics for the Joint Battle Force.
- Improve our ability to work across organizational boundaries in making trades and in coordinating execution of systems engineering roles and tasks.

Strategies

- Work with Navy leadership to establish a common TSSE process and strategy.
- Focus Division resources on the development of TSSE capabilities.
- Establish a pattern of teamwork that positions the Navy to integrate the elements of future theater warfighting systems.



Leverage naval expertise to meet national needs.

Background

National attention is focused on military participation in nontraditional missions. Operations other than war, infrastructure assurance, chemical-biological warfare protection, counterterrorism, counterdrug, electronic information vulnerability, peace-keeping, and special and coastal operations are a few examples that are pressing our forces to rely on nontraditional partners and tools, and to operate with a growing set of complex technical and tactical demands.

Our experience and track record in providing rapid, yet persistent, technology and systems solutions to the Navy is attracting a growing number of DOD and other federal and local agencies to seek our services. Our systems approach to these complex problems enables us to offer timely and cost-effective solutions to a broad customer base. The ability to tap diverse government, industry, academic, and foreign resources postures us to serve as a full-spectrum agent for national solutions.

Desired Outcomes

- Be the provider of choice for multi-agency national needs.
- Deliver products to national customers at reduced cost.
- Maintain challenging technical work in areas critical to Navy missions.

Strategies

- Work with current customers and target opportunities to strengthen our role where we share technical and tactical interests.
- Understand the diverse dimensions of national needs.
- Develop new customers and partners that share technical and tactical interests.

Address special leadership areas.

Background

Our Guiding Principles are the underlying means to achieve our strategic goals; however, the times require that special attention be devoted to certain areas. Our strategic intent—to provide the technical leadership, coordination, and discipline to enable the Navy and DOD to engineer warfare systems—is reflected in the strategic goals we have selected. Accomplishing them requires both building on our current capabilities and developing new ones. Remaining viable as an institution requires adapting our business and operating practices to meet the new environmental conditions. The special leadership areas to be addressed are:

1. Develop and sustain a systems-thinking work force.
2. Focus on business management as a system.
3. Think like a CINC.
4. Emphasize partnering as a key organizational value.
5. Focus on transitioning science and technology to systems applications.

Desired Outcomes

- Develop a work force and processes that support the accomplishment of the strategic plan.

Strategies

- Focus on the special leadership areas identified in the strategic plan.
- Continuously review the leadership areas as part of the strategic planning process.

Leadership Area 1:

Develop and sustain a systems-thinking work force.

Background

The Dahlgren Division is anchoring its future in an increasingly complex systems environment. This environment affects the products we produce and the customers we serve. It also affects the way the entire organization and its people understand reality and perform its mission.

To succeed and excel, we must have a work force with technical competencies, such as systems engineering, and leadership competencies that underlie the products we produce. Beyond possessing critical competencies, we need a work force that understands the nature of systems in all that we do, and thinks and acts in those terms. A systems-thinking work force describes this essential attribute.

There is yet another ingredient to a successful future—a work force with the capacity to excel. Having competent people is necessary but insufficient. People also must be committed to the organization and its future, be motivated to contribute to their fullest abilities, and must have the support necessary to do their jobs. In short, it is only through competent people performing in a positive and supportive environment that the Division will have the capacity to achieve its strategic intent and a successful future.

Desired Outcomes

- Develop a work force that:
  - Understands the nature of systems, and thinks and acts in those terms;
  - Has the technical and leadership competencies critical to our future;
  - Is committed to ongoing professional development through job mobility and continuing education;
  - Understands the importance of the organization's mission, goals and priorities, and their role in accomplishing them;
  - Is committed and motivated to contribute to their fullest abilities;
  - Is reflective of the diversity within the nation and our communities; and
  - Has the support necessary for efficient and effective work execution.

Strategies

- Define and plan for required future critical competencies, including, and especially, systems engineering.
- Ensure the necessary intake of new talent.
- Develop work-force competencies, including the understanding and application of systems theory, with an emphasis on job mobility and continuing education.
- Develop, retain and sustain a highly motivated and committed work force.

Leadership Area 2:

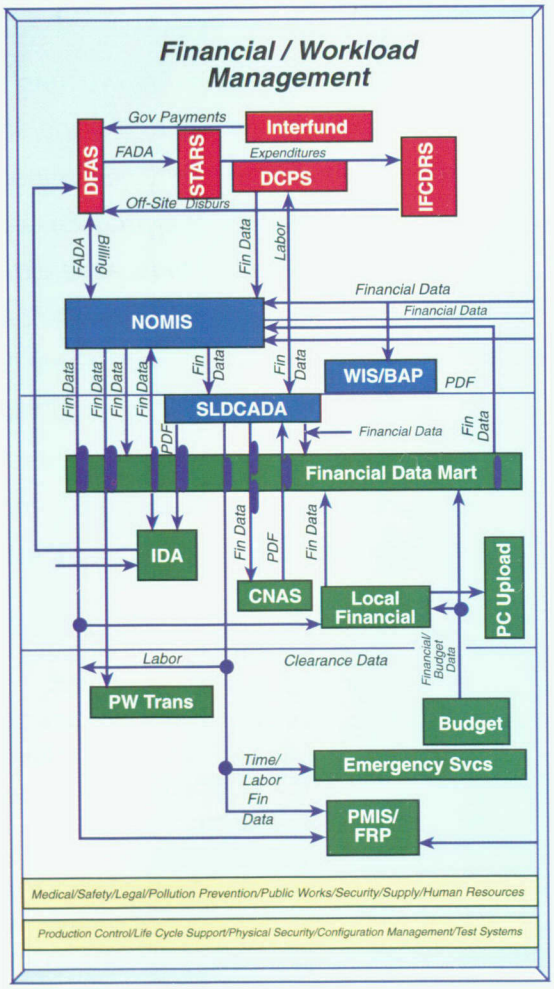
Focus on business management as a system.

BACKGROUND

The ASN (RD&A), NAVSEA, and NSWC Strategic Plans each have a goal and strategy which addresses the use of business practices and processes to improve the acquisition process of the Navy with respect to economy, efficiency, and accountability. Accordingly, we must support these goals by improving our business processes and operations.

Our business management system is the combination of processes by which we manage the resources required to conduct our technical work. It has several elements: financial management, human resources, procurement, facilities and equipment, and information management. The overarching approach is to use the Division's strategic goals as a focus and basis for business decisions.

The process requires identification of the data needed to generate information for decision-making; identification of where improvements can be made; increasing the connectivity by breaking down the barriers between support and technical; and, getting ahead of new authorities and practices.



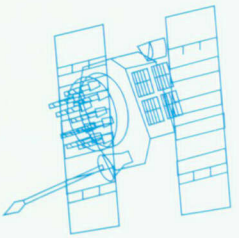
DESIRED OUTCOMES

- Develop and implement the most efficient and effective business operations possible.
- Develop and implement an investment program in support of technical programs, facilities, and human resources.

STRATEGIES

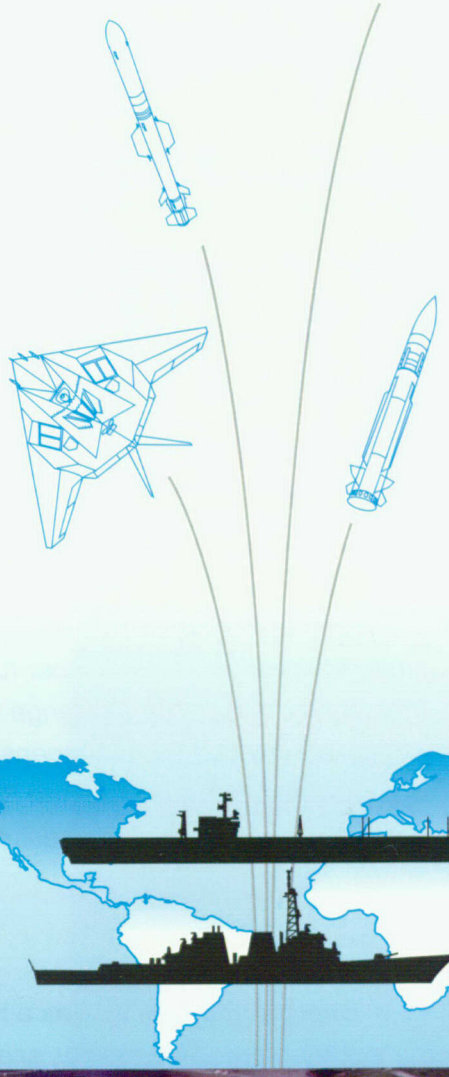
- Participate actively in NSWC's corporate efforts to reduce the cost of doing business while preserving critical Navy capabilities.
- Develop and employ efficient and effective business practices that reduce costs within the imposed constraints and reduce redundancies.
- Develop a long-term investment program in technical and operations initiatives for the Dahlgren Division.

Leadership Area 3: Think Like a CINC.



Background

As a Navy technical institution, we must understand the technical dimensions of military problems and provide connectivity between the warfighter and the technical community. Today, unfortunately, Navy technical institutions are often viewed by the CINCs as consumers of precious resources rather than as partners in National Security. Our words will not change that view—only our actions will. The ultimate customer is the warfighter. Whether it is a force-providing or a warfighting CINC, our success as a technical institution will be directly related to our ability to understand CINC needs, and to provide the right solutions to them in a timely, efficient, effective manner. This means much more than response to a requirement—it means a thorough understanding of all aspects of the CINC's job and what technically contributes to success. In other words to best understand, support, and be sought by the CINC, we need to THINK LIKE A CINC!

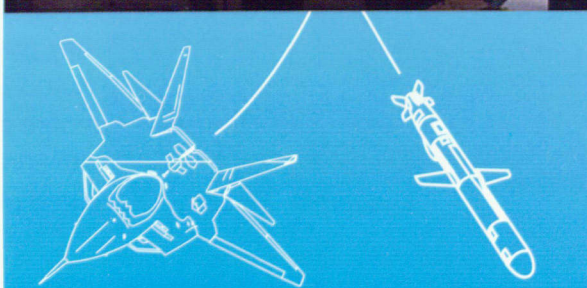


Desired Outcomes

- To be recognized and sought by the CINCs as their technical authority for warfare systems engineering. We will:
  - Act and be universally recognized as a military organization;
  - Integrate the warfighter's perspective into our technical decisions;
  - Team with the CINCs throughout the acquisition process; and
  - Effectively support the sponsor while satisfying the ultimate customers.

Strategies

- Train and educate the work force on CINC thinking.
- Establish and/or maintain a corporate civilian presence at the CINCs.
- Grow up with and help future CINCs.
- Benefit from our tenant commands' military presence and CINC Liaison offices.

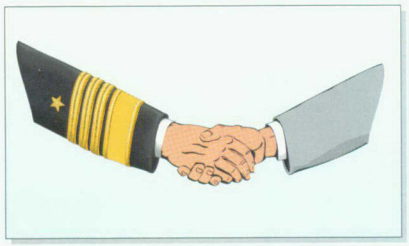


Leadership Area 4:

Emphasize partnering as a key organizational value.

BACKGROUND

No technical institution can have or control all of the resources needed to develop large complex systems. We have great depth and understanding in our traditional mission areas and a history of working with academia, government, and industrial institutions to accomplish our mission. As we move forward in broader areas (e.g., theater warfare, joint systems, and national interest areas), it is clear that we alone cannot sustain the technical breadth and capability needed to provide responsive and responsible system solutions. The sweeping changes envisioned by acquisition reform, and the authority for agencies to enter into nontraditional partnering arrangements, present us with the opportunity to leverage the expertise in the robust national technical base in pursuit of system solutions for our customers while preserving our fundamental, inherently governmental functions. The challenge is to adopt, as a part of our organizational culture, the means to take advantage of these opportunities and to strengthen NSWCDD as a technical institution while ensuring that the best solutions are provided to our customers.



DESIRED OUTCOMES

- Strengthen NSWCDD as a technical institution.
- Partnering with industry, academia, and other government institutions to provide the best product or service to the Navy is an accepted organizational value.
- Enhance our corporate ability to address large, complex systems.

STRATEGIES

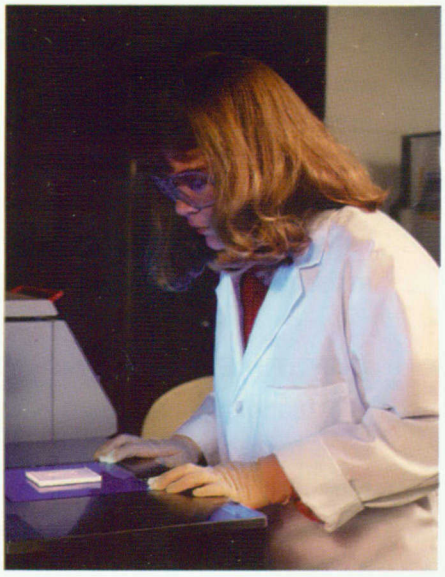
- Develop an organizational philosophy for partnering that acknowledges our inherently governmental role.
- Adopt partnering practices and arrangements that leverage capability beyond our core capabilities.
- Establish a partnership network and advocacy in academia, industry, DOD, and other government agencies.

Leadership Area 5:

Focus on transitioning science and technology to systems applications.

Background

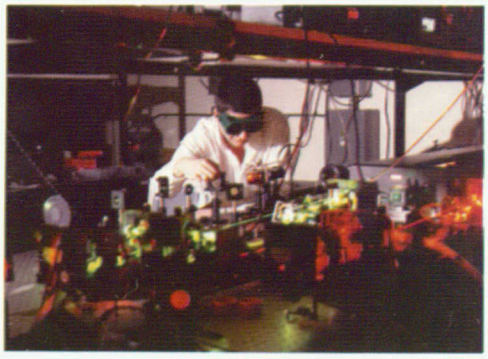
There are several initiatives within the Navy and Department of Defense (DOD) whose sole purpose is to ensure successful transition of science and technology. The Navy has Advanced Technology Demonstration projects, the Roundtable process, as well as several transition processes for its core Advanced Development (6.3) funds. DOD has Advanced Concepts Technology Demonstrations in which all the services participate. In addition, we have been very successful with innovation cells and with concepts of distributed simulation across centers and warfare areas. While all these initiatives strive for essentially the same results—science and technology transition—they have not been sufficient to ensure successful transitions through the continuum of exploratory and advanced development, engineering and manufacturing, and production. The linkage to the users must be strengthened, and a higher degree of commitment from the resource sponsors and the Program Executive Office/Program Manager acquisition community must be obtained. We need to transition our ideas and technologies from exploratory and advanced development to engineering development through production with greater success and efficiency. We must also become a viable link and resource to universities, national laboratories, and industry in order that they may successfully transition with us their science and technology.



Desired Outcomes

- Be recognized as the lead Navy and DOD development center for science and technology.
- Develop a science and technology environment that successfully transitions concepts to the user.

Strategies



- Develop overarching science and technology elements that align with Navy and DOD warfare concepts and visions.
- Apply Warfare and Operational Analysis to define and guide desired outcomes.
- Develop processes that link the technologists, users, resource managers, and sponsors in the development and transition of technology.
- Team with other centers, universities, national laboratories, and industry to ensure the effective development and transition of technology to meet warfighter needs.

Tying it Together

Links to other plans

Our strategic plan, with its seven goals, focuses attention on the means by which we plan to achieve our organizational vision using our underlying guiding principles. It is linked back to and supports the goals in the strategic plans of NSWC, NAVSEA, and ASN (RD&A). Our mission area and technical capability goals support both the development and maintenance of current capability and the new efforts at all levels: engineering of systems and total cost of ownership. Our special leadership area goal, since it reflects the current environment in the Navy and the federal government, also connects with goals in the higher echelon plans.

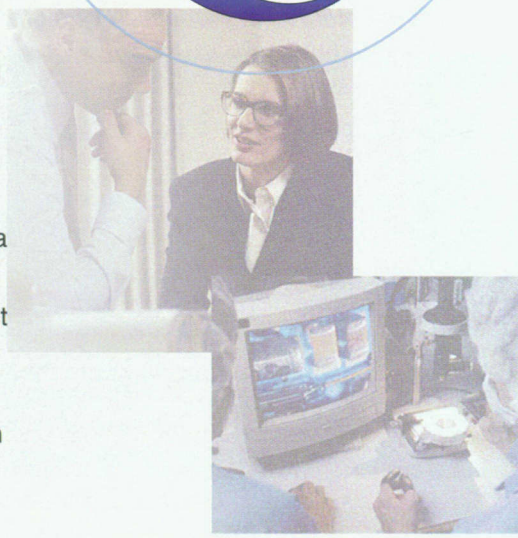
We previously highlighted the reasons that technical institutions exist to understand the technical dimensions of military problems, to know who can provide technical solutions, and to know whether or not a responsible solution has been provided. This is done, with the warfighter, sponsors, industry, and academia as partners, by providing unimpeded access to intellectual and facility resources, connectivity between the warfighter and the technical community and, as a source of competence, to provide systems integrity over the entire life cycle. The goals and strategies contained in this plan address these as well.

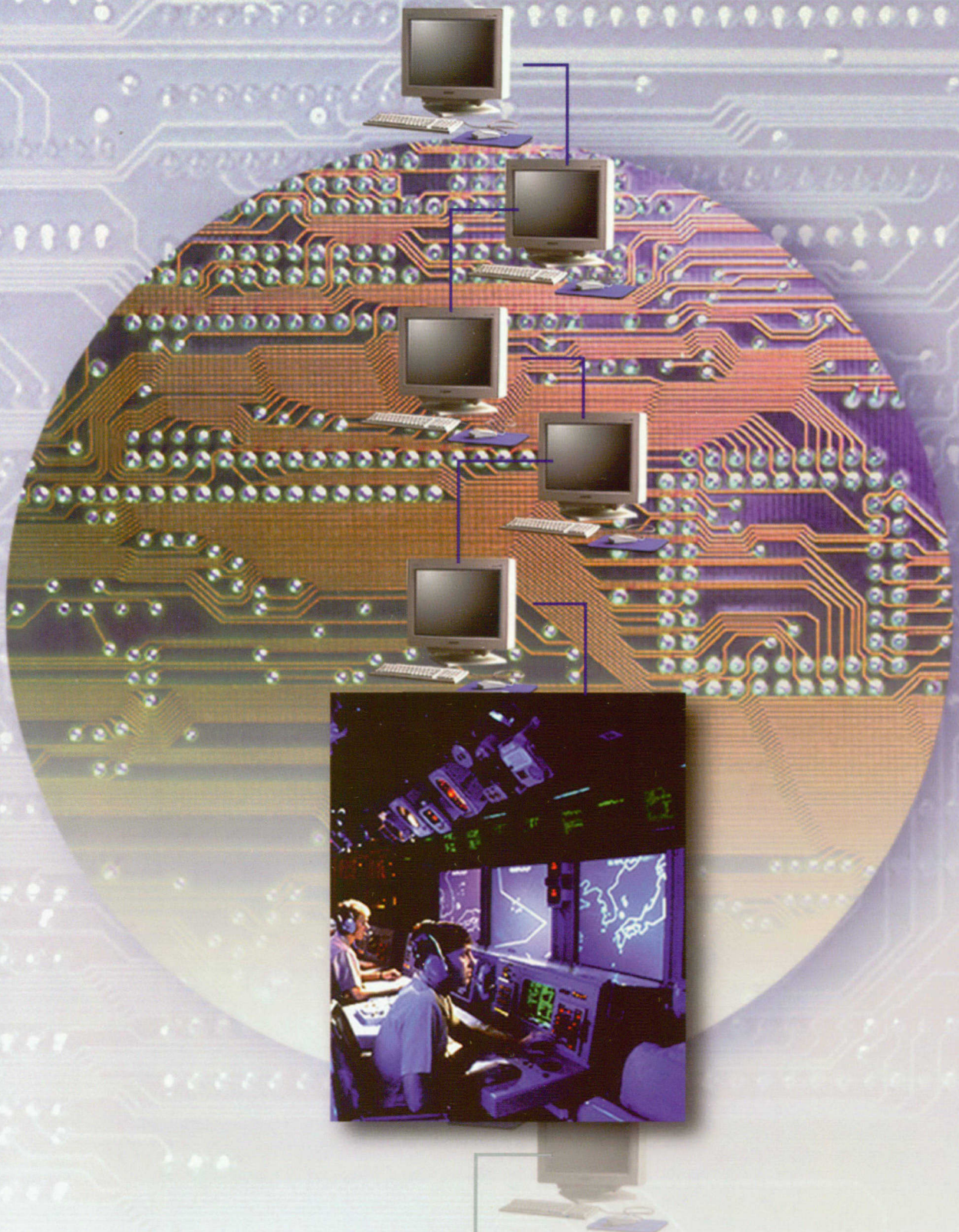
Implementation

A leader has been designated for each strategic goal. The leader (and a small team of his or her choosing) has converted the strategies into a long-term plan containing specific actions to be taken. These plans contain a list of observable events and measurable data indicative of progress towards successful completion of a particular strategy. They are assembled into a Division-level implementation plan (the NSWCDD Strategic Implementation Plan), and the metrics defined therein will be monitored by the Division Council.

Continuous Improvement

Development of the strategic plan is part of a continuing process. The collected data will be used to evaluate the need to change strategies or update the implementation plan associated with each goal. The plan itself will be formally updated every two years. This periodicity enables the plan to maintain currency while supporting the necessary flexibility to respond to the dynamic environment that so greatly affects our organization.





"Developing systems solutions
to meet the requirements of our ultimate customer
...the Fleet."

For further information, please contact:
Dahlgren Division
Naval Surface Warfare Center
17320 Dahlgren Road
Dahlgren, VA 22448-5100

NSWCDD External Liaison Office
Code D2, Mrs. Jennifer McGraw
(540) 653-8151
e-mail, jmcgraw@nswc.navy.mil

For technical information, please contact:
Dahlgren Division Corporate Operations
Code D2, Mr. Rob Gates
(540) 653-8980
e-mail, rgates@nswc.navy.mil

NAVAL SURFACE WARFARE CENTER

Strategic Plan 1998-1999

DAHLGREN DIVISION

NSWCDD/MP-98/92